



Executive Registry  
75-116512

## THE FOREIGN AFFAIRS EXECUTIVE SEMINAR

DD/A 75-5009

October 17, 1975

Honorable William E. Colby  
Director  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Bill:

As you may know, the Foreign Affairs Executive Seminar will be going out of business after the November session. The situation that brings this about is outlined in my letter of July 29 to the Director of the Foreign Service Institute, a copy of which I enclose.

Your support and that of your agency has been outstanding and is deeply appreciated by all of us.

Kindest regards.

Sincerely,

*Haugerud*  
Howard E. Haugerud  
Chairman

Enclosure:  
As stated



Approved For Release 2001/07/16 : CIA-RDP79-00498A000700080048-4

## THE FOREIGN AFFAIRS EXECUTIVE SEMINAR

July 29, 1975

Mr. Howard E. Sollenberger  
Director  
Foreign Service Institute  
Room 1202  
Department of State

Dear Howard,

I have just had the opportunity to analyze the cost to the State Department of operating the Foreign Affairs Executive Seminar (FAES) for the fiscal year that ended June 30. That analysis, taken together with my past experience in securing Foreign Service Officers and other State personnel as participants, leads me to recommend that the Department seriously and promptly consider the termination of this endeavor.

I do so with the greatest reluctance, because during my tour here I have become convinced that our function is of great importance to the senior officers who pass through and thus to the Government of our country. Nevertheless, we are dealing with funds entrusted to us by the taxpayers and I cannot in good conscience continue to direct this operation without strongly protesting the circumstances under which the expense per Department participant has reached what I can only term an unacceptable level.

As you know, the Department pays for 20% of the cost of this interdepartmental operation on the expectation that 20% of the participants (60 officers) will be from State. This has never been the case in spite of all the regular and irregular steps we have taken to get the Department properly represented.

During the past year only 21 State officers attended and one of those was on detail from USIA. As a result the expense to the Department in FY 75 for each student to be here for three weeks was \$2,971.00 if only our operational costs are considered and \$6,778.00 when the \$80,000.00 plus for the lease of our quarters is included. In marked contrast the other agencies' cost per student by better utilization is as follows:

Department of Defense	-	\$774.00
Central Intelligence Agency	-	\$917.00
United States Information Agency	-	\$600.00
Agency for International Development	-	\$1,522.00

The picture is even more bleak than it would appear in that only a very few of the students who did attend came through the regular assignment system. The remainder were assigned by the various assistant secretaries who were personally importuned by me or members of the faculty to see that State had some presence in regional seminars that have included 25 or more attaches headed for overseas assignment. It is not uncommon to find that the week before we are scheduled to begin a session no one from the State Department is scheduled to attend.

This situation appears doubly unfortunate in that nearly without exception the FSO's who do attend the course accord it high marks. Many on their own initiative write letters or memos calling the Seminar to the attention of their superiors and urge them to make talented officers available so that the Department be properly represented in this high-level interagency forum. This, in spite of the fact that they may have been dragooned and arrive at the Seminar in a less than pleasant state of mind.

We have, of course, kept meticulous records of our participants' response and I am in a position to document the personal evaluation of each of the 1,116 officers from the foreign affairs related agencies who have passed through this institution since its founding

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in January 1972. These ratings and subjective assessments are individually and collectively a great source of pride to me. As a consequence, being the first and only Chairman of the FAES has been one of the most challenging and work-rewarding assignments that I have been accorded in or out of Government. I can say this in spite of the fact that I have served in statutory positions under three presidents, been Deputy Under Secretary of the Army, served on the staff of Senator Humphrey and on the Senate Committee Staff of Senators McClellan and Jackson in the field of national security.

While I fully realize that my personal frustration in being unable to ensure minimum Department participation is not important, I continue to be at a loss to understand the inability of the system to supply the relatively few officers required to effectively play a leadership role. As you know, our Department covets that position, talks a great deal about it, and yet far too often fails as an institution to do the minimum demanded to earn that assignment.

The FAES is a case in point. Here we have an ideal forum, established under the aegis and direction of the Under Secretaries' Committee of the National Security Council where we can instruct, counsel, advise, and in general gain the understanding and support of the upper level bureaucracy of all the agencies in Government having foreign affairs and military responsibilities. Officers from the other agencies come to the Seminar with an expectation that they will be associating with, learning and benefitting from the experiences and knowledge of FSO's. When they find this is not the case their immediate reaction is that the State Department is really not concerned and attaches little importance to them as individuals or to the positions that they are about to assume overseas or here in Washington. Although my faculty and I will then spend the next three weeks explaining and papering over the condition, it just does not wash. As a result these officers, and particularly the military, leave reinforced in their view of the Foreign Service that they had upon arrival. To use the word "ineffective" would be charitable.

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The unfortunate part in all of this is that it can be so easily remedied by ensuring the presence of one or two substantively qualified FSO's in each of the five regional seminars and to then include other Department officers from the nongeographic bureaus. In the few times that we have been able to do this, the change in attitude and understanding has been marked, dramatic, and lasting.

I do not know where the answer lies. I have tried since assuming this position to get a message to the Department through all the avenues available to me, and I know that you have done the same. Perhaps it is time to go out of business and let others rediscover the need a mile or two down the road. In any event, I urge quick action to utilize the FAES or terminate it. In these days of economic and budgetary difficulties I believe we would be remiss as public servants in following any other course.

Kindest regards.

Sincerely,

  
Howard E. Haugerud  
Chairman

Washington, D.C. 20520

BPD Meeting No. 3  
September 18, 1975

BOARD OF PROFESSIONAL DEVELOPMENT

Record of Action

The following decisions have been made by the Deputy Under Secretary for Management in the light of the discussion at the BPD meeting on September 18:

1. The draft Charter is approved, with the deletion of the last sentence of the third item on page 2 of the Charter (BPD No. 1/1). It was noted that, in response to a request that priority issues be indicated, members listed the following issues: assignment role in training, management/executive training, training vs. recruitment, and the establishment of guidelines for selection for senior training. Also, it was noted that the issues contained in the Charter should be examined in the light of a "concepts paper" now in preparation in M/DG addressing the question of training priorities.
2. Action on the composition of the FSI Advisory Committees will be deferred pending consideration of the M/DG concepts paper.
3. Steps will be taken to end State Department participation in the Foreign Affairs Executive Seminar and to abolish it. The Director of FSI is to so advise the appropriate offices and other four participating agencies. The Director is requested to investigate and report on a possible alternative interagency foreign affairs course which might usefully be developed and given at FSI.

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3	E.O/DDA	24 OCT	✓
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APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
Remarks:			
<i>You must read Haugerud letter To Sollenberger, Director, FBI saying it like it is!!!</i>			
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Remarks: For information and comment to DCI with regard to what action you and DTR are taking in response to the NSC Under Secretaries paper of 14 October (ER 75-1168) forwarded on 16 October.

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Executive Secretary  
21 October 1975

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